

TIGBRIEF

MAY - JUN 2003

THE INSPECTOR GENERAL OF THE AIR FORCE

Real Transformation

by Dr. James G. Roche

ORIs

How effective
is the process?

HSIs

Sustaining
performance

IG Superintendent

How to be
an effective one

The Suspect's Rights

under the UCMJ

Plus

Best Practices • Management Reviews • Audits



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THE INSPECTOR GENERAL BRIEF

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The IG community's role in implementing C-CBRN

With the initiation of the Global War on Terrorism, our awareness and preparations to deal with the potential use of weapons of mass destruction have dramatically increased. The President described the spread of chemical, biological, radiological or nuclear (CBRN) weapons as a grave challenge and threat to freedom, and affirmed that the United States must address this threat with all our power.

Our Air Force has taken this Presidential task to heart. Implementing effective counter-CBRN (C-CBRN) capabilities cuts across all three of our Air and Space Core Competencies:

- In *Developing Airmen*, the heart of our combat capability, we must ensure our total force of active, Reserves, Guard, civilian and contractors are provided the best C-CBRN education and training.
- *Technology-to-Warfighting* brings to bear the best research, development and fielding of recently released counter-chemical warfare (C-CW) equipment capabilities to prevail in conflict.
- Finally, *Integrating Operations* maximizes combat capabilities with sound C-CBRN concepts of operation (CONOPS) and specific tactics, techniques and procedures.

The Air Force IG community

plays a vital role in our C-CBRN implementation effort. As major commands move out implementing the recently released C-CW CONOPS and the Interim Base Bio-Defense Plan, our IG staffs need to be a part of embedding this guidance into our AF culture.

We need the help of IG inspectors, commanders at every level, and base exercise evaluation team (EET) members. In order for the warfighters to operate and survive in a contaminated environment, we need the leadership in the field to proactively embrace this transformation to a C-CBRN culture by integrating the new CONOPS into their unit plans and exercise schedules. As our IG inspectors continue to play a critical role assessing how units organize, train and equip their personnel to execute these plans, training will be very important.

We are on our way to standardizing and accelerating C-CBRN training, but the trainers and inspectors need to fully immerse themselves in the new policy and guidance. Three new cornerstone documents that require your attention are Air Force Manual 10-2602, *Nuclear, Biological, Chemical and Conventional (NBCC) Defense Operations and Standards*; Air Force Instruction 10-2501, *Full Spectrum Threat Response (FSTR) Planning*

and *Operations*; and the *Interim Base Bio-Defense Plan* published Feb. 24, 2003, which provides guidance for base-level bio-defense response. Portions of these documents are consolidations of pre-existing instructions, but the rest is new or updated information which, when embraced in its entirety, lays a solid foundation on which we have been building robust C-CBRN operating practices.

As all functional areas are impacted by the new CONOPS and FSTR requirements, there will be a need for well planned and executed scenarios by wing EET members and major command inspectors with CBRN/FSTR credibility.

Finally, from the IG's perspective, in the upcoming months as we start assessing these policies and procedures with new AFI 90-201 criteria, we need to understand that our units may not yet have the perfect plan in place; obviously there is still organizing, training and equipping to be done. But we have the obligation to lean forward to help commanders evaluate and educate our people in executing the new C-CBRN processes.

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

Real Transformation: Adapting to a New Reality

James G. Roche
Dr. James G. Roche
Secretary of the Air Force



On March 4, 2002, near the top of a 10,000-foot peak in northeast Afghanistan—now infamously known to us as Robert's Ridge—an Air Force Terminal Attack Controller crouched behind a rocky outcropping as Taliban militiamen fired at him and the crew of his disabled helicopter. Several other airmen and a team of Army Rangers were pinned down with little cover and fighting an entrenched, well-equipped enemy. They were taking heavy fire, and several of their comrades had already suffered mortal wounds. With snow up to their knees, open ground between the enemy and their position, and no means available to dislodge their enemy, save frontal assault, they turned their fate over to a weapon system about which they were unfamiliar and one in which they had little confidence—the Predator Unmanned Aerial Vehicle equipped with two Hellfire missiles. After calling for a test shot into the side of the mountain to confirm the accuracy of the weapon, the skeptical combatants allowed the confident Predator pilot to fire his missile into the enemy position less than 50 meters from their exposed location. Just as he promised, the operator hit the target with deadly accuracy, destroying the enemy

position and turning the battle for survival in favor of the Americans.

This capability, developed by warfighters for warfighters, was delivered in record time using innovative new approaches to acquisition, training and employment. While this method involved varying degrees of risk—in terms of technology, cost and safety—the end result, operational capability and decisive effects on the battlefield, clearly justified this new approach.

Yet more than battlefield success, this engagement provides a vivid example of what transformation means to warfighters and how all who attempt to give meaning to the process of transforming our nation's military establishment should view this elusive concept. In this article, I'll explain our view of transformation in the Air Force and share our vision of what a transformed Air Force will bring to the combatant commanders and our nation in the years ahead.

New Era of Asymmetric Threats

The rise of terrorism and state-sponsored radical thought in the past two decades demonstrate the persistent threat we face as a free nation, both at home and around the world. Since the Iranian hostage crisis nearly a quarter century ago, Americans have faced

a new enemy and a new reality; one in which our traditional defenses—deterrence and the protective barriers afforded by friendly neighbors and two large oceans—have limited effectiveness. While the West remained focused on the dissolution of the Soviet Union and the liberation of nations held hostage to the bankrupt beliefs of totalitarianism, radical and virulent ideologies grew in areas of the world that would use our cultural and religious differences as a rationale for an expanding cabal of terrorists and stateless rogues. This troubling development manifested itself in a relentless progression of deadly attacks against Americans. From the killing of U.S. Marines in Beirut in 1983 to the shocking suicide attacks of September 11th, 2001, American citizens—regardless of their combatant status—have been and continue to be targeted by those who oppose our values of freedom, equality and prosperity.

For those of us charged with protecting America, these realities have forced us to redefine our enemies as well as our concepts of defense. As we prepare to fight these new enemies, we recognize the campaigns of the future will involve all elements of our nation's might—economic, diplomatic, information, investigative and military—and will require us to develop new concepts of operation, technologies and organizational constructs that will enable us to defeat the caustic ideology of radical religious fundamentalism just as we defeated Nazism, fascism and communism in the 20th century.

It is these new challenges—

pting our Air & Space Force

challenges that were intensified, but not created by the events of 9/11—that underscore the absolute necessity of transforming our military capabilities. For those who wish to understand transformation, it is in this straightforward and uncomplicated construct one should find definition and meaning:

Transformation is thinking through the challenges of this era, adapting our forces and people to them, and then operating our services as efficiently as possible, using these new realities as the barometer to gauge our success.

This is exactly the approach Secretary Rumsfeld brought to the Department when the new administration took office two years ago. Under his leadership, we are moving out on the National Defense Panel's charter to undertake "a broad transformation of the United States' military and national security structures, operational concepts and equipment."

In the Air Force, we share this view. The United States' armed forces must be rebalanced for future operations. What we require is a capability mix, consistent with predefined operational concepts and effects-driven methodology. Future programs must be conceived with this mix in mind. Arguments for a system or capability without consideration of the emerging joint character of warfare or the asymmetric nature of warfare will find themselves in the category of obsolescence and irrelevancy, and rightly will make themselves vulnerable to elimination.

Transforming the Air Force

There's been quite



a frenzy in the Pentagon in the recent past over that word—transformation. It seems as though every briefing we see these days bows to the concept of transformation, even if it doesn't fit with the topic of discussion. I've even encouraged my staff to be more judicious in using the term, not because the concept doesn't have merit, but because too often it is used as a bumper sticker by those who harbor the illusion that by declaring something transformational that it will somehow make it so.

Furthermore, overuse or misap-

There's been quite a frenzy in the Pentagon in the recent past over that word—transformation.

plication of the term will lead some to view this process of evaluation and adjustment as hollow, bureaucratic jingoism—the latest management fad, according to the skeptics who fail to learn the fundamental way in which we must change. I suspect some of you reading this may already be of this opinion. Let me attempt to dissuade you from this way of thinking.

General John Jumper and I view adaptation to this new era as one of our principal missions. We view it as a process by which the military achieves and maintains advantages over our potential enemies, and enables our forces to fight and win, from major conflicts to small-scale contingencies. In doing so, it is essential that we remain focused on how we intend to shape our force so it's poised for the future, not for the century of World Wars and Cold Wars we left behind. We need to develop strategies and concepts of operation appropriate for this new era, and rethink our doctrinal approaches to orga-

nizing and employing.

Task Force Concepts of Operation: The Instrument of Transformation

As we make these fundamental adjustments, it is absolutely critical we not lose focus on the ultimate product our air and space force delivers to our nation. We're in the business of global deterrence, awareness, mobility and strike. Our challenge is to focus our strategy, people and investment decisions toward staying number one in this business for many decades while bringing the deterrent and compelling effect of air and

space power to bear against terrorism and other asymmetric threats.

We must now protect Americans at home against these new threats

while posturing ourselves to decisively defeat a single adversary—to include changing its regime and occupying its territory if necessary—while dissuading competition, deterring and swiftly defeating other threats to the interests of our nation, and assuring our friends and allies. As we adapt to this new security environment, it is critical we not constrain ourselves to rigid organizational constructs, limit equipment procurement, nor should we presume we can prevail in future conflicts through the inflexible application of existing concepts of operation. Past wars have taught us the bankruptcy of this approach.

In the future, we need to make warfighting effects and the capabilities we need to achieve them the driving factors in our transformational efforts. We'll only be successful in this endeavor by remaining committed to successfully building a *capabilities-based expeditionary force*. I'm proud to report that's exactly what we are doing now. In making acquisition and program decisions, we

Continues next page.

no longer focus on platforms. Instead, we've focused on how to achieve *desired effects*, against a *range of enemies*, on a *variety of battlefields*. And just as I describe above, we're using operational concepts to guide our transformation.

The principal tool we're using to adjust to the new era is our Task Force Concepts of Operation. Centered on the missions we'll be asked to perform for joint commanders—global strike, global response, global mobility, battlefield awareness and control, homeland security, and nuclear deterrence—they define the capabilities our air and space force can bring to the fight and create a framework that enables us to shape our service for the future. General Jumper and I want all airmen to understand this new philosophy and to adopt this mindset as we move forward in our transformation journey.

In the difficult decisions we face in adapting our force, this approach enables us to make smarter decisions and helps decision-makers at all levels to clearly understand the links between systems and employment concepts.

If a system, program or future investment doesn't explicitly link to a predefined effect, then we'll likely do one of two things: we will either make them relevant to the new era by making adjustments to the program, or we won't include them in our future plans. This is why we changed to the F/A-22, why we are challenging some force structure concepts proposed for unmanned combat aerial vehicles, and why we are approaching space-based reconnaissance with caution and diligence.

Modernization is not Transformation

There are some who mistakenly equate modernization with transformation. This is a serious error. New systems can just as easily serve obsolete strategies or operational concepts. If they do, they will be as irrelevant to the realities of the 21st century as the Curtiss JN-4 Jenny was to General Arnold in World War II or the P-51 Mustang was to General

Horner in the Persian Gulf war.

This is not to say that our legacy systems are condemned to irrelevance and retirement. More appropriately, the imperatives of transformation demand that we modify our legacy systems, as well as the systems currently under development, and ensure that when employed, we use them in ways that are appropriate to the strategies we must support and the missions we must perform. Advances in GPS-aided munitions, low observable technologies, space-based systems, manipulation of information, and smart weapons have revolutionized the way in which we conduct war. Many of these programs bridge the gap from the Cold War to the era of asymmetric war, and still fit nicely into our concept of transformational systems.

In this context, this is why it is entirely appropriate for us to declare the B-52 transformational. Certainly not because it is a new system, but because we are using it in ways never conceived of previously, and gauging our success in terms of battlefield capability rather than through the prism of technology or year produced. In Operation Enduring Freedom, we demonstrated this perfectly, employing a variety of systems that enabled us to transform "battlefield air operations" from a concept into a reality.

A decade ago, we were concerned with the relevance of the B-52. Who would ever have predicted we'd employ B-52s from 38,000 feet in a close air support role? Combining technology such as the Global Positioning System and the Joint Direct Attack Munition with the expert skill of airmen on the ground, B-52s successfully neutralized and destroyed Taliban forces in Afghanistan, even those in close proximity to friendly forces.

This is adaptation at its best. It was delivered by professional airmen, fully aware of their new challenges and conditions, and committed to applying the tools of air and space power in new and

innovative ways.

In its most simplistic form, one could say, "necessity is the mother of transformation." Time and again, our men and women have been at their very best when the situation is apparently at its very worst. When conditions were set for the impending battle for Mazar-i-Sharif in Afghanistan and the U.S.-backed Northern Alliance was staring defeat in the eye, Air Force combat controllers modified their equipment and tactics, enabling them to bring American airpower to bear on the battlefield and deliver a decisive victory over our enemy. Ultimately, it is *this mindset* that we seek to develop among *all airmen*, whether you are in the business of putting iron on the enemy or supporting those who do.

Our Future:

A Transformed Air and Space Force

As we work to add fidelity to the concept, I'd ask you to briefly think about where we've been. The Air Force has always adapted its strategies, organizations and technology to the realities of the present and the future. Many of you have experienced this up close and personal. The decade of the 1990s, often referred to as the "post-Cold War era," in retrospect, now looks more like an entire era of transformation. We restructured and reorganized our force to meet a variety of threats versus a single threat, and we developed new ways of delivering capability.

Our evolution from Cold War organizational models to the composite wing construct, followed by our introduction of the AEF concept, and now our reorganization into the Combat Wing Organization demonstrates how we've engaged in a process of adjusting to a new era of new threats. Other organizational models will become more preva-

Continues next page.





lent as we adjust the size and shape of our Total Force, to include greater use of blended units and reserve associate units that take advantage of the unique cultural and professional characteristics of our service components.

Our introduction of Task Force Concepts of Operation, described earlier, is another notable example of how we've adjusted. We now must capitalize on these organizational and operational adjustments with the tools of combat—our technology and systems. And that's exactly what we are doing.

Today's force—while capable and flexible, and possessing unmatched speed, range and precision—is a transition force. Our legacy aircraft and satellite systems were built with specialized roles and for a threat that has long since disappeared. Over the past decade, we've made marvelous advances in fielding a new generation of weapons that have enabled us to shift our focus from the number of airplanes it takes to destroy a single target to the number of targets we can destroy with a single aircraft.

Yet, our aircraft have limited networking, limited all-weather delivery and limited standoff; and our sensors—whether airborne or spaceborne—are only partially integrated.

Our force of the future will be much different. We will employ multi-mission aircraft systems with multi-spectral, fused sensors and robust, all-weather weapons delivery with increased standoff capability. We'll deploy with reduced logistics tails, and we'll attack with vastly improved range, payload, speed, maneuverability and precision. We'll launch new generations of satellites into orbit with more operationally responsive launch systems.

Our vision is one of a fully integrated force of manned, unmanned and space assets that communicate at

the machine-to-machine level, and deliver a capability to conduct near-instantaneous global attack against a range of threats and targets.

We are developing a variety of systems that fulfill these objectives: the Multi-mission Command and Control Constellation, the smart tanker, an entire generation of unmanned vehicles, small diameter weapons and the airborne laser, to name just a few. Finally, in another huge leap forward in the transformation of our force, we'll bring stealth into the daylight with the most dominant, versatile and revolutionary aircraft in the history of military aviation, the F/A-22 Raptor.

Conceived in the Cold War to defeat swarms of Soviet fighters, we've transformed the F/A-22 into a system that will be the world's most advanced stealthy air dominance jet, outfitted with super cruise and unparalleled electronic capabilities; capable of countering and defeating enemy fighters and the next generations of surface-to-air missiles and cruise missiles; and opening up, for the first time, mobile ground targets deep within defended territory for identification, attack and kill. We redesignated it the F/A-22 to reflect these new capabilities, and to educate our force on how we've fundamentally changed this aircraft for the realities of the 21st century.

It is an exciting time to be in our Air Force. We are engaged in developing new strategies and new concepts of operation to meet an entirely different set of security challenges and vulnerabilities. Technology is creating dynamic asymmetric advances in information systems, communications and weapon systems, enabling us to identify targets, employ forces and deliver more precise effects faster than ever before. Our airmen are more educated, more motivated and better trained and equipped than at any time

in our past, creating advantages for our service and delivering capability to our nation.

Finally, we are in the midst of a truly revolutionary transformation of our organizations, equipment and operational concepts, making service in the Air Force today as exciting as any other time in our history.

We are moving out with this vision of the future and need the help of every airman—active, Guard, Reserve and civilian—to stay the course. As we make our way down this exciting path of discovery and development, we cannot lose focus on the most important aspect of this effort: the heroes who voluntarily go into harm's way for this great nation. The men and women who fight and, moreover, those they are charged with defending, rely on us to get it right. They rightfully demand that we should be prepared to fight—and to win—when our national interests and the values we cherish are threatened. This is the essence of transformation. For those who may find themselves facing our enemies on or over the Roberts' Ridge of future conflicts, we can do no less. ★



HOW EFFECTIVE IS THE ORI PROCESS?

Capt. Jacqueline Nickols SAF/IGI jacqueline.nickols@pentagon.af.mil

AS we in the Secretary of the Air Force IG Inspections Directorate (SAF/IGI) traveled around the world during the past year, presenting the Air Force Inspectors Course, students often raised concerns about the effectiveness of operational readiness inspections (ORIs).

It's up to IG staffs and wing leadership to clearly articulate the purpose and goals of the ORI. At SAF/IG, we're addressing this issue on all fronts, always ready to clear up misunderstandings and offer The Air Force Inspector General perspective on the ORI system.

The most common complaint about ORIs deals with realism: "Inspect what we really do, not what we will probably never do!"

Other concerns deal with evaluating real world activity, the 5-tier rating system, and alternate purposes of the ORI. We'll address some of the concerns we've received.

Concern: There's little value in testing everyone when we already know that most ORIs will be rated Excellent or above.

Our Response: It's true that the

trend in ORI grades is Excellent or Outstanding, but don't take those grades for granted. If your unit receives a high grade, it's because you earned it! The buildup to an ORI is what really counts because this preparation causes processes and skills to be honed. Consider your first operational readiness exercise (ORE) and how much more capable your unit became due to the ORI process. ORIs demand preparation, and preparation creates the excellence we need to remain the world's dominant air force.

Concern: Real-world deployments and contingencies provide a more realistic venue to evaluate our readiness.

Our Response: Although real-world operations may be more realistic for many unit type codes (UTCs), joint warfighting commanders do not desire the various military services inspecting operations in their theaters. Remember, the services are charged with providing organized, trained and equipped forces. Accordingly, we need to assess combat readiness before deployment, not in the field.

ORIs are designed to validate readiness to execute wartime or contingency missions driven by designed operational capability (DOC) statements. DOC statements are the foundation for readiness inspections because they answer the question, "Ready for what?" Our combat units are organized, trained and equipped to fulfill a specific purpose. That purpose is usually reflected in the unit's DOC statement—normally linked to specific OPLANS/CONPLANS. If we rely on less demanding real-world situations for evaluations, we won't provide a good assessment of a unit's ability to respond to demanding OPLAN execution.

While an OPLAN may not be executed in the future, our role as a military service is to be prepared for such an event. Our charter is to ensure that a unit is not only ready to accomplish its steady state mission, or respond to short-notice contingencies, but also ready to execute a major OPLAN. As Lt. Gen. Ray Huot, The Inspector General, puts it, "We have only two real tests of readiness: an ORI and war."

We have only two real tests of readiness: an ORI and war.

Concern: The ORI is just a report card for the wing commander and the grade is a career determinant.

Our Response: The purpose remains to assess the entire unit's ability to execute its wartime mission, and the wing commander is charged with the responsibility to assure his wing is ready to meet DOC taskings. In the past, during our "black hat" days of inspection, failing an ORI could result in immediate dismissal, and the impact of the inspection grade was significant. Since that time, a wing commander's performance is evaluated on multiple facets, not just on inspection results. Having said that, the grade is certainly a reflection of the commander's leadership, as is any major endeavor faced.

Concern: ORIs are unrealistic due to random time lines, excessive simulations and fictitious resource allocations. Adapting to the plethora of simulations takes more time and energy than the mission.

Our Response: ORIs involve simulations—no argument there. However, the major command (MAJCOM) IG teams strive to make the scenarios as realistic as possible. Clearly, the more realistic (in every way) the scenario, the better the evaluation.

Concern: Months of preparation for an ORI are at the expense of the "true" mission.

Our Response: Preparation for an ORI should be viewed as

training. It's imperative that we be prepared, and outside of ORI preparation, many units have few training opportunities that prepare them for wartime operations.

Concern: ORI ratings should be two- or three-tier, not five. The five-tier system encourages "dog and pony shows" and requires unreasonable efforts to get an Outstanding, with complete disregard for people.

Our Response: Proponents of two- and three-tier argue that if we're evaluating mission readiness, we're ready or we're not—everything else is fluff. Some have suggested that with less manpower and money, a clear line for "mission ready" should be drawn, and removing the five-tier ratings would eliminate extraneous effort and allow the unit to instead focus on mission accomplishment.

Conversely, proponents of the five-tier system argue that the additional tiers offer incentive, motivation and a sense of achievement in inspections. Many believe that if Satisfactory or Mission Ready is the best possible rating, people will naturally

tend to do the bare minimum, particularly in this high OPTEMPO environment.

Having Excellent and Outstanding ratings encourages excellence, boosts morale and encourages continuous process improvement.

Clearly, there are valid points on both sides. However, during the 2000 CORONA SOUTH, senior leadership evaluated all aspects and opted for the five-tier system.

General Jumper sums it up: "The five-tier rating system enables us to assess the readiness of our force while providing commanders a tool to reward excellence. This is a process that has withstood the test of time, calibrates our readiness—and inspires confidence within our units that they have passed the toughest test."

Whether a MAJCOM inspector, an augmentee or an in-the-trench base exercise evaluation team (EET) member, we understand our Air Force mission is to organize, train and equip to defend the U.S. and protect its interests through air and space power. Readiness inspections are and will remain a valuable tool to assess that readiness. ✪

Captain Nickols is director of the USAF Inspector's Course, Secretary of the Air Force Inspector General Inspections Directorate.



Sustaining performance

Col. (Dr.) Donald Geeze HQ AFIA/SG2

“Sustained Performance Odyssey” (SPO) is the title of short-notice Health Services Inspections (HSI) begun by the Air Force Inspection Agency in January 2001.

The concepts are that there should be no periodic fluctuation in the execution of medical programs and that the process of assessing execution should not encourage such fluctuations.

After two years, we can say the program is on its way to achieving its original goals. The medical units that have scored highest on SPO HSIs have adopted the mindset that their next inspection is, in a sense, only a phone call away, and that all programs should be in inspection order all the time. They accomplish their day-to-day missions with no regard as to when they might be inspected, attending to details as a matter of routine.

Those top-performing units realize that the HSI is not an adversarial process that must be prepared for and endured, with preparation delayed until the last possible moment. They have overcome the old culture in which medical units “cramped for tests.”

While HSIs are often compared to academic exams, there are fundamental differences between HSIs and individual tests. Lack of knowledge when taking a test will cause people to perform poorly, impacting mostly themselves. However, if they learn the material at the last minute, it is still learned, and no harm comes to the individual from having waited until then. In fact, they may perform better on

the test with the material freshly learned, and will have saved themselves some precious time as well.

A medical unit’s failure to execute programs properly can result in harm to our beneficiaries and inability to accomplish the Air Force mission, which can in turn cause even more harm and jeopardize our way of life.

“Preparing for an HSI” implies that a unit has not been executing required programs and policies, and is now only doing so to get a good grade on the test. That means that in the period preceding and following an HSI, critical programs might be neglected, causing harm to patients and the Air Force mission.

We at the Inspection Agency are not the authorities on “what is important” to the Air Force or the Air Force Medical Service. We rely on information given to us by senior leaders, by people in the field, and what we observe in the course of inspecting to construct the *HSI Guide*, which is the framework we use to identify important programs.

Our recent change to weighted elements, based upon suggestions from the field, represents our continuing effort to differentiate the most important from the less important programs. We know that the programs we inspect get attention, and those we don’t inspect can fall off the scope.

We also have come to realize that some programs and policies are simply more critical than others.

Unfortunately, by emphasizing

everything equally in the past, we encouraged last-minute preparation for HSIs by units that had prioritized what they considered the most critical programs, leaving the rest for just-in-time attention for the HSI.

Preparing for HSIs was often seen as extra work focused on completing paperwork pertaining to less-important programs, in addition to the real work of performing the day-to-day mission. The problem with this was that the programs that individual duty sections in the field considered most important were often not the ones senior leaders considered the most important, and hence not the ones emphasized during HSIs.

Changing to weighted elements and emphasizing the major role of people in the field and of senior leaders in assigning weights to elements should help everyone to let go of preconceptions, allowing them to attempt to view the HSI as a positive rather than negative process.

Our goal is that HSIs should be no more threatening to a good unit than driving to work, and that being inspected should have minimal impact on conducting business before, during and after the inspection. For this to happen, people in the field will have to view priorities outlined in the *HSI Guide* as a reflection of the priorities of their leaders and peers.

We certainly strive to make them so, and if we don’t always hit the mark, we need feedback from the field to help us do so. ✪



TIGBITS

Best Practices from the field

AFMC's tailored ORM training

Air Force Materiel Command, through a supplement to AFI 90-901, *Operational Risk Management*, has developed four levels of operational risk assessment training to ensure personnel are trained to the correct level.

The levels of training run from 1, used to train advisors, facilitators or instructors; to 4, an executive overview for senior leaders. To further qualify training requirements to their command, AFMC defined the minimum topics included in each level of training. This method has standardized ORM training throughout the command.

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Security OI goes beyond Dyess

An operating instruction template designed to help security managers has been developed by the 7th Security Forces Squadron at Dyess AFB, Texas. The OI covers all standard areas of concern to security managers.

The all-inclusive OI establishes information and personnel security programs and increases the standardization of information and personnel security.

The basic requirements in the template can

be tailored to meet a unit's specific needs. The OI pulls data from and clarifies four instructions, two from the Department of Defense and two from the Air Force.

All major commands and units can use the template. Due to its standardization, it may improve communication and interaction between security managers.

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 DSN 461-3105

Family really matters to NORAD Guard, Reserve

Combatant commanders take extra special care of Guard and Reserve troops in North American Aerospace Defense Command.

The combatant commanders send personal letters to spouses, parents and employers of personnel mobilized in support of Operations Noble Eagle and Enduring Freedom. The letters express appreciation for the families' and employers' support of the mobilized troops, strengthening relationships between the Air Force and families and employers.

Capt. Kathy Moore
 kathy.moore@peterson.af.mil
 DSN 692-4119



IMA Web site

@ Patrick

The 45th Space Wing, Patrick AFB, Fla., has a new Web site that allows assigned units more access to assistance from reservists assigned to the wing.

The Individual Mobilization Augmentee Automated Database System (IMAADS) allows Patrick units to search for reservists with the appropriate skills needed to complete various temporary projects or needs. With IMAADS, units are able to specify key words for needed skills and be supplied with a list of qualified and available reservists. It is accessible for all reservists and guardsmen who work man-days for the wing.

The database also provides a way for Patrick's IMAs to update their local personnel records, keep up to date on what's going on at Patrick and advertise their availability.

IMAs are responsible for keeping their informa-



tion current. They are the only ones with the ability to modify their information. IMAs can update their addresses and phone numbers, access an IMA chat room to read and post information and requests, post their military resume, and let the reserve affairs office know when they are on duty.

Col. Beverly Plosa-Bowser
beverly.plosabowser@patrick.af.mil
DSN 854-1761

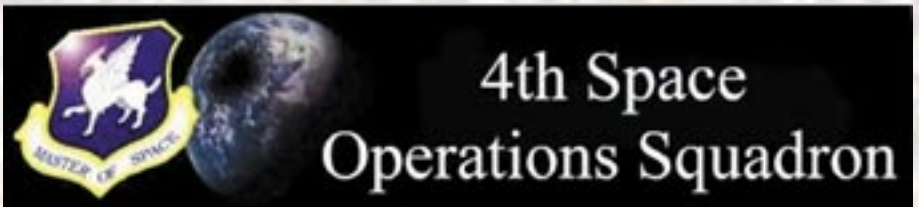
Crew logging system

@ Schriever

The Milstar Operational Logging Entry System (MOLES) is a cutting-edge electronic crewmember logging system for standard desktop personal computers developed and activated in-house by 4th Space Operations Squadron at Schriever AFB, Colo.

Since the 4th SOPS mission requires the synchronized efforts of seven crewmembers in six positions from the space and communications career fields, technicians needed an all-encompassing crew log.

MOLES fulfills that need and more, linking 11 operations mission crew logs and activity schedules into a paperless product. MOLES provides instant mission status updates and standardized task entries.



Upcoming sorties and other mission activities are also displayed and updated instantly. The system reminds operators of upcoming events and when it is time for execution. Additionally, it will not allow restricted, decertified or duties not including flying status crewmembers to sign on to the system.

MOLES allows all on-duty crewmembers to have current system information available any time.

Mr. Peter R. Leonard
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peter.leonard@schriever.af.mil



Holloman Hero

Senior Airman Michelle Iglesias

49th Communications Squadron

Hero title: Information Assurance Incentive

Time in service: Two years and eight months

Time at Holloman: Two years and two months

Homebase: Guam

Personal and career goals:

My personal goals is to overcome any weakness I have so I may improve myself both physically and mentally for any challenges I might endure in life. I would like to be a better person and role model to my family. I would also like to earn a college degree so I will have a good educational background, which will benefit my career.

Why is serving in the Air Force important to you?

Serving in the Air Force instills a sense of pride and achievement in everything I do every day of my existence. Knowing the role I play in my job, however small, could have a big impact on whether a mission gets accomplished. It is a rewarding feeling to know by putting this effort on and going to work everyday, I'm able to provide for my country and my family. It's great to know they are very proud of my accomplishments and appreciate all I've done.

What new idea would you implement base-wide to help prevent drinking and driving?

I actually don't have any new ideas to add on to those that are being done now, but I know personally what keeps me from making this mistake in my life -- my family and my self-worth. The Air Force has given me the opportunity to provide for my family in many ways. I wouldn't be able to live with myself knowing an innocent life was taken away because of my mistake.

Core values portrayed: "Excellence is all we do"

Senior Airman Iglesias consistently displays excellence in all she does. She consistently produces quality products in the Information Assurance office and is highly trained to get the job done right the first time. Senior Airman Iglesias also epitomizes customer service. All customers are treated equal here, each and every one receives the highest amount of courtesy and respect. She has received numerous comments on her professionalism, one of which stated, "... extremely professional, efficient and competent in her duties... provides excellent customer service, and that is pleasant to work with."

What new idea would you implement base-wide to

help prevent drinking and driving?

I actually don't have any new ideas to add on to those that are being done now, but I know personally what keeps me from making this mistake in my life -- my family and my self-worth. The Air Force has given me the opportunity to provide for my family in many ways. I wouldn't be able to live with myself knowing an innocent life was taken away because of my mistake.

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What new idea would you implement base-wide to

49th Communications Squadron commander

The Holloman Hero submission form is now online. It can be downloaded at: <https://www.holloman.af.mil/using49thW/P6/external.html>

Holloman Heroes on local TV

Each week, Holloman AFB, N.M., features a *Holloman Hero* not just in the base newspaper, but on their commander's access channel.

To enhance the recognition program, the 49th Fighter Wing Public Affairs Office enlisted the help of the base's visual information specialists to create a video feature, allowing them to hone their video taping and production skills.

Heroes are selected for their hard work, dedication, service and commitment.

The selected member answers questions about personal and career goals, why serving in the Air Force is important, prevention of drinking and driving, and key career accomplishments. Along with the member's answers there is a section where the commander or supervisor is able to explain what core value the hero best portrays.

2nd Lt. Heather D. Newcomb

DSN 572-5406

heather.newcomb@holloman.af.mil

TIGBITS

Flight nurse recruiting the McGuire way

A collaborative approach to recruiting at McGuire AFB, N.J., ensures that potential flight nurses receive the latest information about the Air Force Reserve flight nurse program.

A positive working relationship with area recruiters allows the recruiters access to a 514th Aeromedical Evacuation Squadron flight nurse at all times. The flight nurse can spend time answering the complex questions a candidate has about flight nurse duties. Personal contact with a real flight nurse helps ensure that all candidates' questions will be answered correctly. Recruiters have a point of contact to utilize as needed and the medical units establish a rapport with the nurse recruits they may place into unit vacancies.

The results of customer feedback surveys are shared with the recruiting team, area recruiters and the unit commander. The goal of the 514th AES flight nurse recruiting program is to make the process of joining the Air Force reserve smooth and problem free. Before the program, recruiting numbers for flight nurses were down dramatically. After, the number of recruits rose rapidly.

Capt. Wendy Cordrey

DSN 650-3211

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Hanscom's road to ORM

The Electronic Systems Center, Hanscom AFB, Mass., developed a detailed operational risk management (ORM) implementation plan to delineate responsibilities, define requirements, and establish time lines and milestones.

The plan is composed of a number of subordinate plans that include: communications, publicity, awareness, tools development, training and control plans.

Lt. Col. Juan Gaud

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DSN 478-5924



EAGLE LOOKS

Summaries of Air Force Inspection Agency management reviews

Management of Deployed Equipment (MDE)

The team assessed ...

... the Air Force's ability to maintain accountability of deployed equipment. Because Air Force Manual 23-110, *USAF Supply Manual*, April 1, 2002, used both "accountability" and "responsibility" when discussing the accountability of deployed equipment, the team defined, for the purposes of the assessment, accountability as actually knowing the condition and physical location of equipment. This definition related the obligations to maintain accurate records on and properly care for equipment with the need to deliver the right equipment to the right place at the right time. The team gathered data on the processes and systems used to establish and maintain accountability of deployed equipment. The team interviewed over 530 personnel, collected pre-interview questionnaires from over 325 personnel and collected web-based survey data from over 470 personnel.

The team found ...

... that overall, the Air Force had the ability to maintain accountability of deployed equipment. However, the process could have been improved by addressing problems with policy and guidance, processes and systems, personnel, and oversight. ... policy and guidance lacked clarity on regionalization and lacked content for supporting operations.

... the deployed equipment accountability process was not consistently executed.

... the Air Force Equipment Management System (AFEMS) was not fulfilling its charter to provide "worldwide visibility and central management" for equipment.

... training deficiencies contributed to lost accountability.

... oversight and feedback activities, to ensure the equipment accountability process was executed consistently and effectively, did not exist.

Look forward to ...

... improved policy and guidance which more clearly identify roles and responsibilities of all personnel involved in the process, better integrate the deployed equipment accountability process with the tasking process, and more clearly delineate the accountability process with regionalized supply activities.

... improved processes and systems to ensure more consistent transfer and tracking of deployed equipment.

... better trained personnel throughout the accountability of deployed equipment process.

... better information regarding the actual location and

Security Clearance Requirements

The team reviewed ...

... how the Air Force identifies, establishes and maintains security clearance requirements. The team traveled to 24 active-duty, Guard and Reserve installations and conducted 264 interviews across the Air Force (Air Staff, major command staffs and wing-level personnel). In addition, the team surveyed 53 installations electronically.

The team found ...

... specific policy and guidance for security clearance requirements were minimal, directly affecting the implementation of training, oversight and the personnel security investigation requirements model.

... personnel security training programs were in place but lacked consistency and did not address security clearance requirements.

... program management was ineffective due to the vagueness of the policy and guidance.

... the information system used to change security access requirement codes (manpower data system) was available and reliable.

... the personnel security investigation requirements model was a step in the right direction, but it needed improvement.

Look forward to ...

... clear, concise and detailed guidance pertaining to identifying, establishing and managing security clearance requirements.

... the establishment of a specific oversight process for validating security clearance requirements.

... an Air Force personnel security program training standard.

Best Practice

The 7th Security Forces Squadron at Dyess AFB, Texas, developed a template of an information/personnel security operating instruction. Contact Tech. Sgt. Robert Hall, DSN 461-3105.

Want to know more? Contact the team chief, Maj. Jeffrey W. Hartley, DSN 246-2051, jeffrey.hartley@kirtland.af.mil.

condition of deployed equipment as a result of a more consistent and effective management process.

Want to know more? Contact the team chief, Maj. Dave Pabst, DSN 246-1123, david.pabst@kirtland.af.mil.



Recent **AUDITS**

Survival equipment

At a fighter wing, management of egress and survival equipment installed on aircraft could be improved.

Specifically, egress and survival parts on 54 percent of the aircraft reviewed had incorrect replacement dates.

Egress personnel immediately grounded two aircraft with overdue replacements. However, had remaining errors not been detected, 60 aircraft would have flown an average of 21 months after parts exceeded their safe life.

Any egress part malfunction greatly reduces the chances of aircrews surviving an aircraft ejection.

Additionally, CAMS data for 98 egress and survival parts on 46 of 178 aircraft were not complete or correct.

During the audit, management corrected the erroneous data, to include replacement dates.

Further, a comprehensive policy to conduct annual review of all aircraft folders was issued and training was provided to personnel.

Report of Audit

F2003-0001-FBS000

Drug-testing program management

An Air Force product center did not always effectively manage the drug-testing program to assure a drug-free work environment.

Specifically, the review identified five significant issue areas adversely impacting program results:

- sampling methodology did not include the required percentage of military and civilian participants,
- metrics were not always documented and reported as required,
- military members and civilian employees were not properly notified when selected or required to appear when scheduled for testing,
- personnel did not maintain all required documentation, and
- officials were not properly notified when participants tested positive.

Management officials strengthened controls to increase program oversight and resolve all problem areas noted.

ROA F2003-0005-FCH000

Security program strengthening

A recent audit found an Air Force Reserve Command base needed to strengthen its security program.

The security environment, now more than ever, requires effective information and personnel security controls.

Managers did not always adequately maintain personnel security clearances as some personnel assigned to top secret positions only possessed secret security clearances.

None of the individuals had submitted required documents to either request the proper clearance or downgrade the access code required.

Also, unit personnel and security managers did not implement adequate controls over security containers and secure storage rooms, and did not always document quarterly security training.

Management's actions, taken and planned, will resolve the problems in all areas.

ROA F2003-0010-FDD000

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a

listing of recently published reports by contacting Mr. Robert Shelby at DSN 426-8013; e-mailing requests to reports@pentagon.af.mil; writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington, D.C. 20330-1125; or accessing the AFAA home page at:

<http://www.afaa.hq.af.mil>



OSI

Just-in-time deployment orientation

When OSI recently found itself short of agents ready to deploy for the nation's many new commitments around the world, it quickly devised the Just in Time Orientation (JITO), a workshop in counterintelligence and force protection skill sets.

Brig. Gen. Eric Patterson, OSI commander, asked the training directorate to put together a course with the right mix of information so OSI could deploy special agents armed with the knowledge they need to succeed in a deployed situation.

Although OSI recently joined the Air Mobility Warfare Center's Phoenix Readiness course, in which agents learn how to set up and operate in a bare-base environment, time constraints have limited the number of agents who have received this training.

Two JITO workshops were held in January at Headquarters OSI, Andrews AFB, Md. More than 100 agents attended.

Plans are to send other agents through Phoenix Readiness and the Joint Counterintelligence

Training Academy in Linthicum, Md., on a continual basis.

Future iterations of JITO are under discussion by headquarters and region senior leadership.

The January course was developed with only two weeks' notice. The curriculum was built by soliciting input from OSI's region commanders and by comparing and contrasting what is taught at Phoenix Readiness and OSI Region 2's version of JITO.

Some of the courses taught included: leadership in a deployed location; Deployment 101; area of responsibility briefings and issues; culture awareness; force protection source operations; counterintelligence collection requirements; intelligence information reports; liaison contacts; surveillance detection; and threat and vulnerability assessment.

Instructors came from all over OSI, JCITA, and Secretary of the Air Force Inspector General.

According to the course critiques, the hard work paid off. Feedback included kudos on the special touches instructors brought to the course, such as unclassified information copied to CD-ROMs for students and computer-based training packages, to name a few.

Tactical baton training

Special agents are being trained to use the collapsible baton, "one of the newest use-of-force options adopted by OSI for self-defense and to assist in apprehensions," said Special Agent Brian Tweed, an instructor at the U.S. Air Force Special Investigations Academy, where all agents must now undergo eight hours of training to carry the baton.

The objective is to increase the number of tools an agent can choose from when involved in a use-of-force situation, Tweed said. This increases agent survival and reduces agency liability.

"I think as OSI transitions to the baton, agents will find it much more convenient than pepper spray," Tweed said. "First off, it doesn't have a shelf life and won't go off accidentally in the office. Secondly, agents who need to fly armed will not have the same airline restrictions that currently apply to pepper spray."

According to OSI Manual 71-113, agents may carry either pepper spray or the baton or both.

Arrangements are in progress to conduct more baton training, Tweed said.

TIG Brief thanks Tech. Sgt. Carolyn Collins for her contributions to this edition's OSI page.

The Air Force Office of Special Investigations:

- Detects and provides early warning of worldwide threats to the Air Force.
- Combats threats to information systems and technologies.

- Identifies and resolves crime that threatens Air Force readiness or good order and discipline.
- Detects and deters fraud in the acquisition of Air Force prioritized weapons systems.

Defending Military Justice:

SUSPECT RIGHTS



Maj. Gen. Thomas J. Fiscus The Judge Advocate General

Editor's note: Reprinted from the Feb. 26 edition of the TJAG Online News Service.

Although the uninformed may assume otherwise, the military justice system affords military suspects fundamental rights that are equal to or greater than those afforded to civilian defendants.

Suspect Rights, Generally: Like all other citizens of the United States, military members enjoy the fundamental protections of the U.S. Constitution.

For example, our members enjoy the benefits and protections of the Fifth and Sixth Amend-

ment right to counsel during the criminal justice process, the Fifth Amendment protection against compelled self-incrimination, and Fourth Amendment protection against unreasonable search and seizure.

It is true that members do have a reduced expectation of privacy in certain places, for example, dorms and aircraft, because of the unique nature of the military environment. For example, military members may undergo unannounced dorm inspections for the purpose of ensuring there are no impediments to wartime readiness (for example, the presence of illegal drugs or other contraband).

Rights Advisement: From the very outset of an investigation into suspected misconduct, every military

suspect has greater rights than a civilian suspected of the very same offense.

Under Article 31, Uniform Code of Military Justice (UCMJ), military members suspected of offenses must be read their rights prior to questioning. That's right, the member's mere status as a "suspect" mandates rights advisement under our system. The suspect then has the right to ask for an attorney and can choose not to make a statement to investigators.

*... every military suspect
has greater rights
than a civilian ...*

of their rights unless and until they are subjected to interrogation while in police custody, i.e. custodial interrogation. Even that level of protection is only the result of the ruling in the Miranda case in 1966—a full 15 years after Article 31 protections were granted to military members by Congress.

Right to Counsel: Under both the military and federal civilian systems, individuals may seek advice and assistance of counsel. However, under the federal civilian system, individuals must generally pay for private representation unless they can prove they are indigent. An indigent accused will not get an attorney until the court appoints one, and the court will not appoint counsel until

the accused has been charged with a crime.

In contrast, every military member is entitled to free advice from the area defense counsel (ADC) at any time, even prior to becoming a "suspect."

There is never a need to prove inability to pay to get the services of a military counsel. Military suspects may also hire civilian counsel, who can work independently or in concert with the ADC. In addition, the ADC may enlist free supplemental litigation support from circuit defense counsel (CDC), who may lead, assist or advise the defense trial team.

Independence and Quality of Counsel: ADCs and CDCs are entirely independent in that they are not part of the installation's chain of command.

Just like trial counsel, they are members of a state bar, graduates of American Bar Association-approved law schools, and certified to perform trial duties under UCMJ Article 27.

When ADC vacancies occur, wing staff judge advocates nominate their best trial practitioners to be ADCs. After thorough consideration and comment by the defense services chain of command, I personally appoint a qualified judge advocate to fill each of these important positions.



TIG Brief thanks Col. Wayne Wisniewski, AFIA/JA, for coordinating the republication of this article.

What every wing IG superintendent should know

Senior Master Sgt. Lefford Fate 48 FW/IG
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As your wing's IG superintendent/deputy, you are an integral part of the leadership team. As it says in Air Force Instruction 90-301, *Inspector General Complaints*, you are the eyes and ears of the commander. Here you will make possibly more of an impact than you have in any other position in your enlisted career. You love this job!

Your job is to work with the installation IG to administer the complaints as well as fraud, waste and abuse (FW&A) programs. You keep the commander informed of any potential areas of concern you discover through your analysis of complaints. You function as the ombudsman, fact-finder and honest broker in resolving complaints. We educate the base population on the IG system. You help your commander prevent, detect and correct FW&A and mismanagement.

You know the value of teamwork. The team starts within your IG office but extends throughout your installation, then on to your parent command and to your major command IG staff, all the way to the SAF/IG (Secretary of the Air Force Inspector General) staff.

You never go it alone. There is so much expertise around you that you think it's silly not to reach out and use it.

You talk with your IG every day. Each of you knows what the other is

doing. You "back brief" each other and discuss each case to ensure you understand the other's perspective. In this time of increased optempo, you sometimes may not have the opportunity to talk face to face but you can always e-mail and leave good notes. You expand your team by connecting with other IG offices.

You know that, whether you just graduated from the Air Force Inspectors Course or if you have been in the business for years, you will never see everything. But it is a good bet that someone in the field has seen it, and that is why you like to stay connected. You can call any number of people who can help you resolve an issue and give you sound advice. You likewise make yourself available, a resource for others.

Teach, teach, teach

Educate, educate, educate. You believe this is the most effective way to reduce the number of invalid complaints. As IGs we investigate things. This is an important process and often necessary; however, it is reactive. A more proactive way to handle complaints is to first let people know the rules. So, you tell the IG story to everyone. You get out and about and talk to command-

ers, first sergeants, company grade officers, senior NCOs, newcomers, Airman Leadership School classes, and first-term airmen. You explain how the IG process works.

You tell the IG story to other helping agencies such as your base's military equal opportunity office and area defense counsel. Sometimes they need a clearer idea of what the IG does. While educating others you learn more about their programs as well.

Learn, learn, learn

The successful IG

superintendent/
deputy makes training a priority, attending the worldwide and major command IG

conferences whenever they are held. Another source of training is the Initial IG Course. In every class you learn something new. You regularly take out AFI 90-301 and find

something in there that you didn't know before. You always go back to it to keep yourself current.

Your office has a philosophy, one that you as a superintendent/deputy have helped to develop. And your office has a plan, a strategic plan that outlines your mission, vision, operating philosophy and goals.

Those are some of the keys to your success as a superintendent/deputy IG. ★

In addition to serving with the 48th Fighter Wing IG Office, which has won the prestigious Flynn Award as top IG team in the Air Force two years running, Sergeant Fate is an adjunct instructor of USAFE's Initial IG Course.



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Sept. - Oct. June 26
Nov. - Dec. Aug. 26

E-mail submissions to:
tigbrief@kirtland.af.mil



JP-8

During calendar year 2002, all major command inspectors general gathered data regarding Air Force Special Interest Item (SII) 02-1, *Aircraft Fuel Systems Maintenance*, which concerned exposure to JP-8 aircraft fuel.

Protecting fuels element personnel from jet fuel's hazardous chemicals

Capt. Brian Tolson

HQ ACC/IGSL

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This SII concerns installation-level policies, procedures and equipment to protect personnel from JP-8. This article highlights Air Combat Command IG inspections of 12 bases to assist supervisors in all commands in ensuring their fuels element personnel are well protected against the hazardous chemicals in JP-8.

The first line of defense against JP-8 is the maintenance squadron accessory flight's fuels maintenance element. The element's supervision is charged by technical order to ensure that enough proper protective equipment is available to protect all shop personnel. Supervisors must ensure that there are enough clean coveralls to wear when working with aircraft fuel. They must also provide clean water emergency drenching showers and a normal shower for troops to use after each shift.

In addition, the breathing air must be supplied using a manufacturer's compatible kit, which includes air hoses, adapters, filters, and a full-face, air-supplied respirator that is certified by the National Institute for Occupational Safety and Health (NIOSH).

In the workplace operating system, bioenvironmental engineering needs to include the compatibility of the system and instructions on using it properly, in accordance with Air Force Occupational Safety and Health Standard (AFOSH-STD) 48-137, *Respiratory Protection Program*. NIOSH certifies breathing systems from the same manufacturer and then specifies that a certain air pressure from an air source (measured in pounds per square inch, PSI) will equate to proper air flow (measured in cubic feet per minute, CFM) at the face mask, ensuring personnel working in vaporous areas will have the proper volume of clean air.

Bioenvironmental engineering must also ensure that the two air hose fittings—one for breathing, the other for pneumatic tools—are not compatible. This prevents troops from accidentally connecting the clean breathing-air hose with the hose supplying air for tools, which might not be free of oil, grease and other contaminants.

Minimum air pressure required to obtain correct airflow at the mask as well as compatible NIOSH-certified accessories can be found in the respirator manufacturer's manual.

The best way to check airflow is to connect all hoses and masks to the pump and then power up the system. Adequate air is supplied when the gauge on the air pump indicates PSI in the range specified in the mask manufacturer's manual.

Every installation's bioenvironmental engineer must conduct annual workplace surveillance in accordance with AFOSHSTD 48-137. During the survey the workplace NCOIC must clearly identify all hazardous processes to the bioenvironmental engineer. This way, an in-depth survey can be completed. The results can influence the local occupational health working group (OHWG) when making determinations for occupational medical examinations.

Once determined, medical requirements are annotated on Air Force Form 2766, *Adult Preventa-*

tive and Chronic Care Flowsheet, which is the basis for occupational examinations requirements. Additionally, bioenvironmental engineering will inform the work center supervisor about the proper respirator system to purchase and use.

Upon a member's return from the hospital, the supervisor must follow up to ensure all occupational physical facets were accomplished. Source documents for all medical examinations are the individual member's medical records—not the shop's locally developed tracking sheet.

By meeting these standards, maintenance squadrons will protect their troops working with JP-8, ensuring a safe, healthy work force in their fuels maintenance elements. ✪

TIG Brief thanks Chief Master Sgt. Jeffery Moening of the Air Force Safety Center for his assistance in preparing this article. Captain Tolson is a veteran contributor to TIG Brief. He is chief, Aircraft/Munitions Maintenance Inspection Section, Air Combat Command Inspection Squadron.

Read any good old magazines lately?

TIG Briefs

way back
to 1943

<https://www-4afia.kirtland.af.mil/tig-brief>

TIGBRIEF





Capt. James Skelton



Duty Title: Chief, Mission Support/C4 Inspections

Organization: Headquarters Air Force Special Operations Command Inspector General

Specialty: Communications and Information Officer

Veteran of: Two Operational Readiness Inspections (ORI), two Unit Compliance Inspections (UCI) and one Readiness Observation Visit (ROV).

Job Description: Responsible for mission support inspection and evaluation program. Schedules, plans and conducts IG inspections, leading subject matter experts in 12 functional areas.

Hometown: San Antonio

Years in Air Force: 6

Master Sgt. Marty Wilson



Duty Title: Superintendent of Logistics Inspections-Planning

Organization: HQ AFSOC IG

Specialty: Logistics Plans and Programs

Veteran of: Two ROVs, two Operational Readiness Assessments (ORA), two UCIs, two ORIs.

Job Description: Manages/leads deployment inspection planning, evaluating the readiness posture of 118 AFSOC active-duty, Air Force Reserve and Air National Guard units worldwide.

Hometown: Sylacauga, Ala.

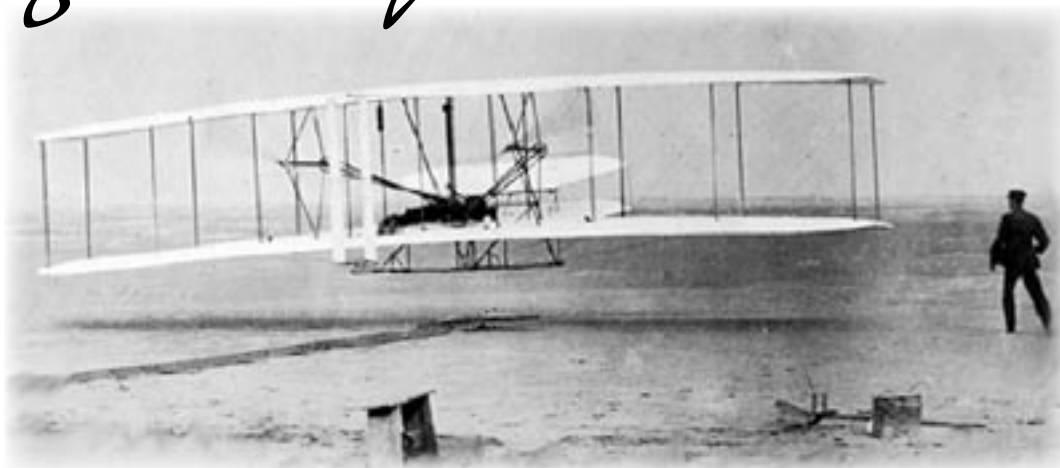
Years in Air Force: 22

TIG BIRD

Wright Flyer

This is the actual photograph of the first powered flight. On Dec. 17, 1903, the Wright Brothers achieved the seemingly unachievable at Kitty Hawk, N.C. For more information on Wright Flyers visit the Air Force Museum at:

<http://www.asc.wpafb.af.mil/museum>



ASK the IG

Can the IG be called in to investigate a criminal matter?

Traditionally, installation inspectors general do not investigate criminal matters. In accordance with Air Force Instruction 90-301, *Inspector General Complaints*, paragraph 2.4.3, criminal matters should be discussed with the staff judge advocate and referred to the Air Force Office of Special Investigations or to Security Forces.

There have been incidences of IGs investigating allegations of adultery, falsification of official documents, computer hacking, etc. These matters should have been referred to AFOSI or the subject's commander for investigation. If the complaint does not fall under the purview of the IG, then it should be referred to the proper

channels, i.e., the commander. If a complaint is unclear whether it should be addressed by the IG or another appropriate channel, then check with the local JA who may suggest alternate routes of disposition, (Table 2-5, Matters Not Appropriate for IG Complaint System, AFI 90-301, contains important guidance on disposition of allegations). Regardless of how, or by whom, a complaint is ultimately investigated, it is important that a proper referral be made.

When a complaint alleges a violation of the Joint Ethics Regulation (JER), consult with the JA, to determine if the complaint should be addressed by the IG or referred to AFOSI for investigation. Because of the complexity of the JER the recommendation may be to refer the matter to AFOSI. ★

HISTORY brief

On this day ...

... in May

May 20, 1951: Capt. James Jabara becomes the Air Force's first jet-vs.-jet ace. He eventually downs 15 enemy planes in the Korean War.

May 12, 1968: Air Force C-130s and C-123s and Army and Marine Corps helicopters evacuate the camp at Kham Duc, South Vietnam, in the face of superior enemy forces.

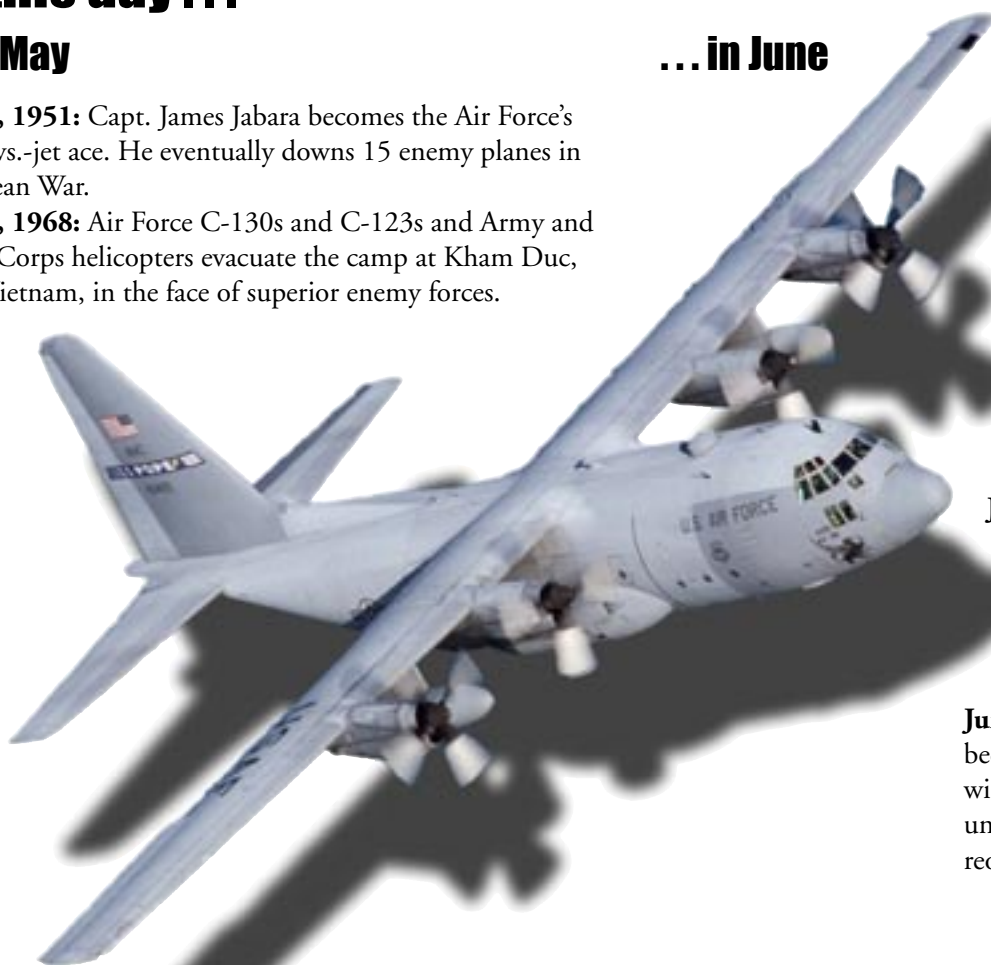
... in June

June 15, 1944: Forty-seven B-29 crews based in India and staging through Chengdu, China, attack steel mills at Yawata in the first B-29 strike against Japan.

June 19-20, 1944: In the "Marianas Turkey Shoot," the Japanese lose 476 aircraft in two days of fighting. America loses 130.

June 18, 1934: Boeing begins company-funded design work on the Model 299, which will become the B-17 Flying Fortress.

June 1992: The 434th Wing becomes the first composite wing in the Air Force Reserve under the new Air Force reorganization structure.



Historic Figures

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